



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

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1 March 1982

The Honorable William J. Casey
Director, Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

For many years, civilian officials of various government departments and agencies have attended the Naval War College. Civilian participation in the curriculum has proven mutually beneficial to the individual student, the parent organization, and the Naval War College.

In continuation of past practices, I take pleasure in extending to you a cordial invitation to nominate two representatives to attend the senior resident college, the College of Naval Warfare, and one representative to attend the junior resident college, the College of Naval Command and Staff, during academic year 1982-1983. If preferred, and if relevant qualifications are met, exchange may be made between the senior and junior colleges.

Candidates for the College of Naval Warfare should be equivalent in grade (GS-13 to GS-15) to a Navy commander or captain with 14 to 23 years of service. The candidate for the College of Naval Command and Staff should be equivalent in grade (GS-11 to GS-13) to a Navy lieutenant commander with 7 to 12 years of service. All candidates should have a baccalaureate degree and exceptional potential for advancement. The average age of College of Naval Warfare students is 42, and that of the College of Naval Command and Staff students is 34. Descriptions of the courses for both colleges are enclosed.

All U.S. students at the Naval War College will receive classified material up to and including Top Secret. The prospective student should therefore ensure that an expanded scope background investigation has been completed within the past four years or that one is initiated immediately after being informed of acceptance for attendance at the Naval War College. Certification of security investigations completed and clearances held should be included in the orders of nominees.

NAVY review completed

The military services have gone to extraordinary efforts to ensure that military attendees of the Naval War College are top-performing officers. There has been a keen understanding of the need for a proper match of the student and the curriculum; that is, the military students must leave the Naval War College with increased knowledge in order to make a wider range of contributions to their particular service. Conversely, they must arrive with the broadest possible background in order that they may make the maximum contribution to the knowledge of their fellow students. To ensure similar selectivity with respect to civilian students, it is requested that pertinent information on your candidates be forwarded to the President, Naval War College, for review prior to formal nomination.

Nominees should be directed to report to the President, Naval War College, not later than August 11, 1982, for administrative processing and Navy familiarization. Classes will graduate on June 24, 1983.

It is requested that information concerning the planned use of the invitational quotas be provided to the Chief of Naval Operations (OP-114D2), Washington, D. C. 20350, and to the President, Naval War College, Newport, Rhode Island 02840, at the earliest practicable date but not later than March 15, 1982.

Sincerely,

A handwritten signature in dark ink, appearing to read 'John Lehman', with a stylized flourish at the end.

John Lehman
Secretary of the Navy

Enclosures

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OVERVIEW OF THE ACADEMIC PROGRAM

PREScribed CURRICULUM

The resident academic program accomplishes the mission of the Naval War College through a prescribed curriculum that examines three major areas of professional knowledge--Policy and Strategy, Defense Economics and Decision Making, and Naval Operations. The specific material presented in the program varies in sequence, scope and methodology according to the distinctive requirements of the senior and intermediate officer programs. The former program focuses on Policy and Strategy. The later focuses on naval operations and planning. Each course covers the broad spectrum of knowledge and expertise required to command forces in a combat environment and to assume positions of increasing responsibilities in the Navy, the Department of Defense, and the highest levels of government. This core curriculum is complemented by an elective program offering a variety of related professional courses, and a program of lectures and readings in the naval applications of international law as described below. Selected students may undertake advanced research projects as an alternative to segments of the regular curriculum.

THE ELECTIVES PROGRAM

The Electives Program permits students to devote a reasonable percentage of their total academic effort to areas of their own choosing. Whereas the three prescribed studies emphasize a common body of knowledge for all students, the electives allow a desirable diversity of intellectual effort as a counterbalance. Each student may choose from a variety of courses and thereby design an elective program that not only complements the curriculum but is best suited to his or her personal, academic and professional needs. All U.S. students are required to select one 10-week elective each trimester. The electives require about 20 percent of the student's effort and are graded pass/fail.

INTERNATIONAL LAW PROGRAM

The program introduces legal consideration and application into several divisions of the prescribed curriculum. The academic year begins with a one-day series of lectures and seminars in which the student is introduced to some of the basic areas of international law. The concepts introduced during this day are then enforced and expanded during the rest of the year through the Policy and Strategy Course, the Naval Operations Course and through several electives. The Policy and Strategy Course

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Enclosure (1)

COLLEGE OF NAVAL WARFARE

POLICY AND STRATEGY COURSE

OBJECTIVES

The objectives of this course are to acquaint the student with the fundamentals of foreign policy and military strategy and the interrelationships between them, with the political uses of military power, and with the roles of both military and political leaders in policy formulation, military planning and the conduct of war. In a broader sense, the course is designed to "sensitize" the professional officer to the complexity and variety of the policy and strategy-making process, to enhance his/her awareness of the uncertainties and ambiguities facing the decision maker in the fields of policy and strategy.

COURSE DESCRIPTION

The course places the subject of policy and strategy in historical perspective, explains the evolution of strategic thought and practice, and analyzes the recurring problems that have taxed the genius of soldiers and statesmen throughout history. It is presented through a series of historical and contemporary case studies examining specific examples of political-strategic interaction. The case study topics, reading assignments and essay and examination questions are chosen to focus on historic and current situations that illustrate the enduring and recurring concerns of the strategist. These recurring themes include:

1. Military force as an instrument of national policy: the relationship of national interests, national policies, war aims and military strategies.
2. Balances between political ends and military means.
3. Nonmilitary instruments of national policy: diplomacy, appeasement, arms control, crisis-management.
4. The international environment: the state system, balance of power, multipolarity and bipolarity, collective security.
5. Alliances in peace and war: allies as assets; allies as liabilities; coalition strategies.

DEFENSE ECONOMICS AND DECISION MAKING COURSE

OBJECTIVES

The central objective of this course is the expansion of each officer's personal philosophy of what constitutes an integrative, balanced military executive point of view. Specific objectives are increased insights into:

1. Economic-based issues and techniques useful in the wide selection and application of military forces.
2. Major behavioral and management control issues influencing national security decision making, policy implementation, and change.
3. Decision analysis frameworks for logically addressing complex, fiscally constrained and uncertain national defense issues.
4. The structure, process, and major issues involved in selecting and programming future military forces.

COURSE DESCRIPTION

The Defense Economics and Decision Making course is a senior-level, military executive development course uniquely designed for the Naval War College. It is based on the premise that an effective senior defense executive is required to balance many disciplines and points of view in meeting the external and internal demands of senior command and staff assignments. The course is multidisciplinary in nature. It synthesizes concepts from organizational psychology, economics, analytical decision tools, political science, and management control. The integrating themes of the course are decision making, uncertainty, and resource allocation. Areas selected for special emphasis are:

1. The domestic and international economic environment affecting national security.
2. Major force planning issues and alternatives.
3. Individual and organizational influences on high level decision making and commitment.
4. Management control strategies for large national defense organizations.

improved understanding of how to use U.S. Naval forces in situations ranging from peacetime presence to nuclear war. Studies cover U.S. and possible aggressor navies' capabilities and limitations, missions and functions, and the significance of these factors in operational situations. Detailed objectives are increased insights into:

1. Total Force vs. capabilities of possible aggressors.
2. Strategy, Tactics and Principles of War--definitions and relationships.
3. International Law and Controls on the Application of Power.
4. Decision making through historical analysis and practice in war gaming and crisis action scenarios.
5. Operational functions and tasking, and forces required.

COURSE DESCRIPTION

The course weaves several themes to gain coverage and strength. It builds on concepts from history, strategy, science, logic, and fleet and personal experience. A pervasive theme is decision making: the selection of optimum forces and then the best tactics to achieve theater objectives. The course emphasizes active learning through historical examples, case studies and war games.

The course is organized into four consecutive components commencing with Introduction and Perspective, followed by Naval Missions and Functions, Elements of Tactics and Naval Planning and Gaming.

In addition to the unity provided by the logical order of material studied, there is a special theme of examining U.S. and U.S.S.R. strengths and weaknesses and near term and future naval strategy. This provides further cohesion.

Specifically, Introduction and Perspective examines the principles of war through case studies. The Battles of Leyte Gulf and Inchon are reviewed to gain an understanding of the interrelationship between tactical and strategic objectives, the influence of the "commander" at both strategic and tactical levels and the application of the principles of war. The Naval Missions and Functions component begins with an examination of broad mission areas for U.S. naval forces, comparing and contrasting them with those of the U.S.S.R. Also studied in

COLLEGE OF NAVAL COMMAND AND STAFF

POLICY AND STRATEGY COURSE

OBJECTIVES

The Policy and Strategy Course for intermediate level officers of the Naval Command and Staff College is comparable to the senior program but places heavier emphasis on the military aspect of the strategy-policy relationship and on naval and maritime questions.

DEFENSE ECONOMICS AND DECISION MAKING COURSE

OBJECTIVES

The Defense Economics and Decision Making Command and Staff course is a mid-level, military executive development course also uniquely designed for the Naval War College. Major emphasis is placed on the preparation of officers for future senior command and staff assignments. The course is conceptually similar to that of the senior course in that a multidisciplinary approach is used. However, the Command and Staff curriculum places greater emphasis on the operating environment as well as the staff perspective. Integrating themes of the Command and Staff course are: decision making, uncertainty, and resource allocation. Areas selected for special emphasis are:

1. Domestic and international economic issues central to National Security.
2. Behavioral influences on decision making and commitment.
3. Management control of large national security organizations.
4. Force Planning Concepts and Cases.
5. A staff framework for analyzing unstructured force-related problems with high attendant uncertainty.

The course concludes with the study of the Preparation of the Department of Defense Budget (PPBS System) and the development of each service's Program Objective Memorandum for the current fiscal year. A simulation is conducted wherein the students research key programming issues in actual documents used in the budget preparation

Gaming. In Introduction and Perspective, the student examines the application of the principles of war to naval operations and the role of the leader in naval warfare. This is accomplished through the examination of two historical case studies, the Battle of Leyte Gulf and Inchon. This segment of the course continues with an examination of the current threat to naval forces of the United States and her allies. The limitations of the naval commander's discretion under international law and rules of engagement are examined through a historical example and a series of international law case studies. In Naval Missions and Functions, the student is introduced to ways in which naval forces and naval power can be used in support of national interests, in peacetime, time of rising tensions, and wartime. The focus is on the fundamental geographic considerations of modern warfare and their impact, an appreciation for the differences between U.S. and Soviet fleet missions and functions, and an understanding of the vital role of credible naval capabilities in achieving national objectives. The spectrum of warfare is examined, from strategic nuclear to conventional warfare, including strategic mobility, sea control and power projection. This segment is followed by Elements of Tactics, which provides the necessary foundation for tactical planning and force employment. The student will study the interrelationships of the basics of warfare; Weapons, Systems and Platforms. These studies will:

1. Link the principles of naval warfare to sea control and projection tactics.
2. Develop an understanding of current and near future platforms and associated weapons systems.
3. Allow the student to analyze selected tactical situations in order to identify the factors which most affect outcomes.
4. Identify those aspects of International Law which influence tactical decisions.

The final phase of the course, Naval Planning and Gaming, presents two distinct phases. In Naval Operational Planning the student is introduced to and exercised in the military planning process as used in the Navy. Having completed a study of the planning process, the gaming phase is devoted to preparations for, and play of, two war games, one at the task group level and the second at the theater level.

METHODOLOGY

The basic element of formal instruction is the individual seminar, augmented by readings, lectures and demonstrations.